

Playing with Hire:

Smart and Innovative Use of Contractors for Policy Enhancement

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XIXth Annual Strategy Conference

Panel 5: Addressing Civilian Non-Agency Capabilities
Strategic Studies Institute, US Army War College Carlisle, PA , 10 April 2008

Spicy Quote 1



Relevancy:

“Any national military that expects to be relevant beyond its national borders will be working with the private sector.”

-Doug Brooks

Why Contingency Contractors?



- **Surge capacity**
- **Limitless resources**
- **Experience - Retired military**
- **Capabilities, Specializations**
- **Flexibility**
- **More control, less risk**
- **Use of locals**
- ***FasterCheaperBetter***



The Peace & Stability Operations Industry

Company Type:	LSCs: Logistics & Support Companies	PSCs: Private Security Companies	SSR&Ds: Security Sector Reform & Development Companies
Sample Service:	Logistics & Supply Risk Consulting Medical Services Construction Maintenance IEDD/UXO/EOD Waste Management Strategic Transport	Site Protection Travel & Transit Protection Private Security Details Threat Assessment Intelligence	Security Sector Reform Economic Development Crisis Mitigation & Recovery

Members



Rutherford



Spicy Quote 2



Iraq and Afghanistan:

“Effective utilization of the private sector has ensured that Iraq and Afghanistan are the best supported, best supplied military operations in history”

-Doug Brooks

Afghanistan & Iraq



Industry *Essential* to Stability Ops



- **Allow militaries to focus on policy objectives**
- **Reduce logistical burden, personnel drain**
- **Durability, capability, specialized**
- **Reduce military footprint**
- **Vast reconstruction advantages**
 - **Host Country National (HCN) jobs**
 - **Capacity building**
- **Real economic benefits**



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Spicy Quote 3



Int'l Peace Ops:

“The private sector is revolutionizing international peace operations - no mission could succeed without contractors.”

-Doug Brooks

“Westernless” Peacekeeping



- Lack of political will.
- UN not poor man's NATO!
- Size replaces quality.
- Lack of credible force.
- *Abdication of the West*



We must give the Willing the Means!

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Private Peace Ops?



- Goal to give mils best support for success.
- Training, support, security, transport . . .
- Off-the-shelf capabilities.
- Hence:
 - How BEST to use the private sector?
 - What are the limits?
 - Can we ensure transparency and accountability?



Finding the (outer?) Limits



- **Indispensible**
 - **Critical to training and mentoring efforts**
 - **Critical in logistics and transportation**
 - **Operate where gov't and mil dare not go**
- **Private sector = policy tool**
- **Risk Managers not Morons . . .**
- ***Not Decision Makers***

Humanitarian Security in Darfur?

- **Technically simple**
- **Solves thorny political will issue**
- **Precedent for private humanitarian security**
- **Several firms interested in camp security**
- **Private concept proposed 2003**
- **Caveats:**
 - Must be a legal framework
 - Private can stop killing; can't end problem
- **Problem of 'Ruthless Humanitarianism'**

Contractor Coordination



- Know who controls!
 - Not your contractor?
 - Negotiate with controlling entity
- Contracts work
 - Quality contracts help
 - Oversee and enforce
- Know the ground rules
 - Security, medical, evacuation etc.
- Know who you hire!
 - Reputable? Member of a Trade Assn.?
 - Code of Conduct?



Spicy Quote 4

Industry Regulation:



“Good regulation and oversight are good for good companies.”

-Doug Brooks

Problems with Contractors?



- Duh!
- Nature of CCOs ensures problems.
 - No excuse for not addressing problems!
 - Flexibility from contractors and clients.
- IPOA and a proactive industry.
 - Code of Conduct.
 - Support for national and international regs
 - Outreach to NGOs, UN and others.
- Lots of alternative companies . .



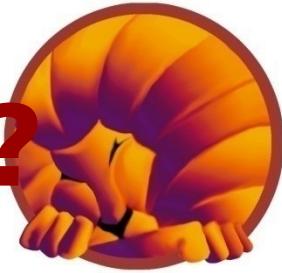
The IPOA Code of Conduct



- Promote Ethical and Professional Service.
- Proactive Self Regulation.
- Standards Committee Oversight.
 - Open Complaints Procedure.
 - Member-led Review Process.
- Regular review with NGOs.



Private Sector Potential?



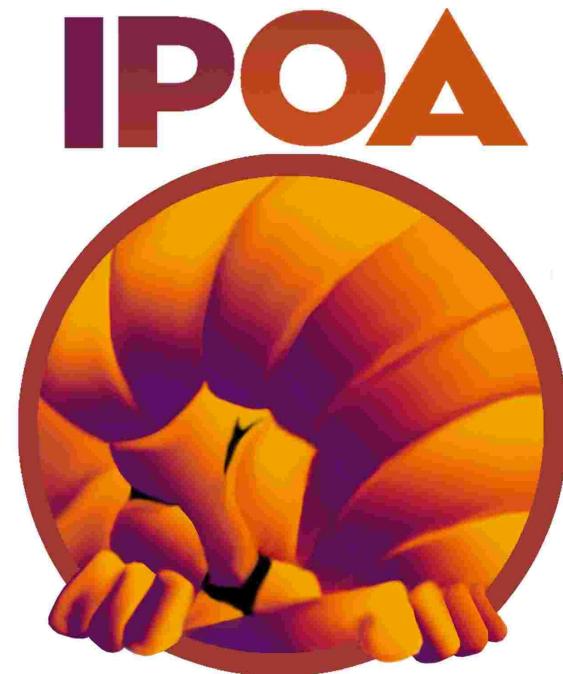
- More PKOs on the horizon.
- Westernless PKOs CAN Work.
- Some nations ARE willing . . .
- Private support offers hope.

Giving policy-makers new tools for ending conflict!

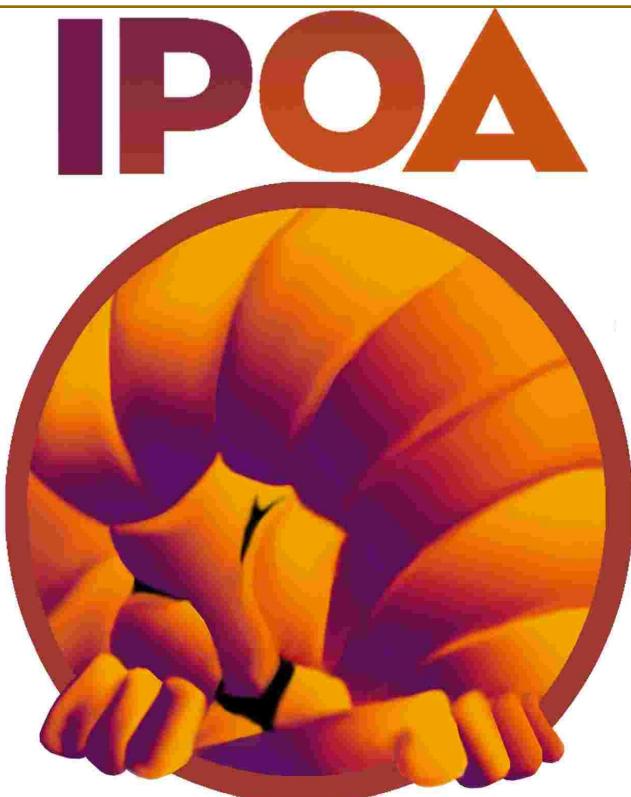
IPOA

International Peace Operations Association

- **Not for Profit.**
- **Industry Assn.**
- **Improve PKOs.**
- **Code of Conduct.**
- **Regulation and Law.**
- **Advocacy and Education.**



Questions?



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